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21 May 1951

MEMORANDUM FOR: Mr. Allen Dulles
Brigadier General John Magruder
Rear Admiral Leslie C. Stevens
Mr. Edward W. Barrett

SUBJECT: Organization of the Staff of the Psychological
Strategy Board

1. Attached for your consideration are several papers which have
been agreed on by our working group:

TAB A - Functions of the Staff
TAB B - Proposed Organization
TAB C - Immediate Steps Suggested

2. The organization of the Staff may be regarded as taking place
in phases, the first two of which are set forth in TABs C and B.

3. In addition there is attached for information an outline of a
possible future development of the Staff organization (TAB D), which some
regard as phase three. This outline envisages no new functions as such
but is based on a much broader interpretation of the agreed functions.
While agreeing that "the Board shall utilize to the maximum extent the
facilities and resources of the participating departments and agencies,"
the group disagreed on what constituted the "maximum extent." Under one
view the PSB and its Staff would itself systematically plan and direct
the psychological strategy of the Cold War. This involves a much larger
independent planning role and much more contact with the detailed opera-
tions of the agencies than could be endorsed by some members of the work-
ing group. The group agreed, however, that no action is immediately
required with regard to this problem. After the Director has been
appointed, he should consider the proposal in TAB D together with the
views of the operating agencies and formulate the issue for the decision
of the Board.

4. A revision of General Magruder's paper discussing the philo-
sophic background of the PSB will be distributed subsequently as TAB E.

5. A separate paper is also being developed listing the specific
agenda items which it is recommended the Board consider at its first
meeting(s).

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Acting Assistant Director
Intelligence Coordination

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